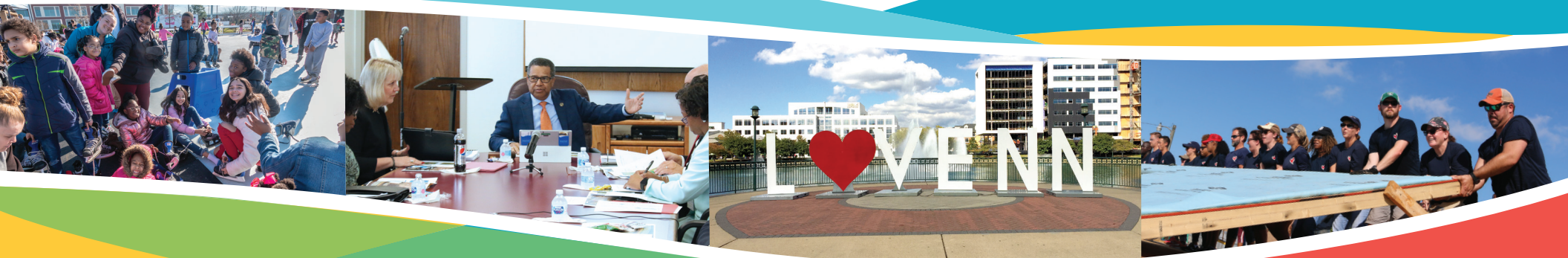


COMMUNITY VITALITY



2020-2025 STRATEGIC PLAN





2020 – 2025 STRATEGIC PLAN

PEOPLE



PLACES



GOVERNMENT



A MESSAGE FROM THE MAYOR AND CITY MANAGER

It is our pleasure to present the City of Newport News 2020-2025 Strategic Plan. This document provides a vision for the city, the mission of our city government and strategic priorities to guide the city's resources over the next five years.


By focusing on people, places and government, the plan sets forth long term goals and operational objectives that will bring this document to life and provide a blueprint to address the issues, challenges and opportunities now and in the future.


The strategies identified in this plan are the product of multiple meetings and retreats of city leadership, City Council and staff, as well as feedback from various studies that were conducted with citizen engagement and involvement. Facilitated community sessions were held with the goal of empowering our citizens to become co-creators in the transformation taking place in our city.

The implementation of the plan will continue to move Newport News forward in achieving its vision of a diverse and prosperous waterfront city of science, technology, innovation and art where people come to together as a vibrant and inclusive community.

We want to express our appreciation to the citizens of Newport News for your input and active engagement in the development of the many community plans; to the members of City Council for your leadership; and to the shared leadership teams and city staff for your dedication and hard work.

Our future is bright, and we look forward to the opportunities that lie ahead.


McKinley L. Price, DDS
Mayor


Cynthia D. Rohlf
City Manager



CITY COUNCIL



Cynthia D. Rohlf, City Manager
Appointed March 2017



McKinley L. Price, DDS, Mayor
At-large
Term Expires June 30, 2022

NORTH DISTRICT



Councilman Marcellus L. Harris III
North District 1, Seat A
Term Expires June 30, 2024



Councilwoman Sharon P. Scott, MPA
North District 1, Seat B
Term Expires June 30, 2022



Councilwoman Dr. Patricia P. Woodbury
Central District 2, Seat A
Term Expires June 30, 2024



Councilman David H. Jenkins
Central District 2, Seat B
Term Expires June 30, 2022

CENTRAL DISTRICT



Councilwoman Tina L. Vick
South District 3, Seat A
Term Expires June 30, 2024



Vice Mayor Saundra Nelson Cherry, D. Min.
South District 3, Seat B
Term Expires June 30, 2022

SOUTH DISTRICT

STRATEGIC PRIORITIES

PEOPLE

- 1. Health, Safety & Well-Being
- 2. Education & Learning
- 3. Opportunity & Economic Prosperity
- 4. Fun, Entertainment & Culture



PLACES

- 5. Welcoming Communities with Connected Neighborhoods



GOVERNMENT

- 6. Quality Government & Innovation
- 7. Environmental Stewardship & Sustainability



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SUMMARY



VISION

A diverse and prosperous waterfront city of science, technology, innovation and art where people come together as a vibrant, inclusive community.



MISSION

To enhance the quality of life in the City of Newport News for current and future generations to thrive.



VALUES

Community Engagement
Opportunity for All
Creativity and Innovation
Stewardship
Fun

FOCUS ON PEOPLE

GOAL 1. HEALTH, SAFETY & WELL-BEING.

Enable all Newport News residents, employees and visitors to feel confident in their safety and well-being.

Objective 1.1. Personal Safety. Provide public safety services to ensure the safety of all residents, employees, visitors and their property.

Objective 1.2. Health. Foster a healthy environment with equitable outcomes by increasing access to a greater range of medical services, fresh food and more active lifestyles.

GOAL 2. EDUCATION & LEARNING.

Strengthen education and access to learning for all residents.

Objective 2.1. Pre-K Preparation for Education. Ensure that children enter school ready to learn and are successful in school.

Objective 2.2. Primary & Secondary Education. Strengthen primary and secondary education in Newport News to enable all students in the city to obtain a quality education that prepares them for higher education, career success and self-sufficiency.

Objective 2.3. Career-oriented Learning. Facilitate learning for and in the workplace.

GOAL 3. OPPORTUNITY & ECONOMIC PROSPERITY.

Strengthen education, workforce development and business opportunities to make Newport News economically strong with career opportunities for all residents.

Objective 3.1. Economic Development & Business Vitality. Attract and retain employers and businesses that provide a diverse array of employment and career opportunities to city residents.

Objective 3.2. Employment & Career Opportunity. Facilitate development of a highly educated, highly skilled and globally competitive workforce that meets the needs of the city's business community, resulting in career opportunities with living wages for city residents.

Objective 3.3. Military & Federal Facilities. Focus efforts on preserving and growing military and federal capabilities within the city.

Objective 3.4. Wealth Building, Financial Empowerment & Independence. Empower residents to build wealth and increase their financial independence.

GOAL 4. FUN, ENTERTAINMENT & CULTURE.

Cultivate and foster opportunities for enrichment for city residents, including art, culture and recreation, that celebrate the city's diversity, unify the city and promote community engagement.

Objective 4.1. Community Engagement & Citizen-Driven Change. Engage and empower residents to define what they want in their city and then to make it so.

Objective 4.2. Community Leadership. Provide opportunities for residents to develop leadership skills and lead or co-lead efforts to strengthen neighborhoods.

Objective 4.3. Art. Provide opportunities for all residents to interact with, create and enjoy art.

Objective 4.4. Fun, Entertainment & Culture. Orchestrate opportunities for fun, entertainment and culture for residents of all ages.

FOCUS ON PLACES

GOAL 5. WELCOMING COMMUNITIES WITH CONNECTED NEIGHBORHOODS.

Create welcoming communities with walkable and bikeable connected neighborhoods. Invest, revitalize and celebrate neighborhoods city-wide.

Objective 5.1. Neighborhoods. Build a sense of pride and create inviting, attractive neighborhoods of choice that are diverse and vibrant.

Objective 5.2. Quality Housing. Facilitate improvements to the city's housing stock to include a wide range of safe and accessible quality housing choices for residents of all income levels in all generations city-wide.

Objective 5.3. Transportation & Connectivity. Reduce traffic congestion, improve connectivity within the city and region and create safe, effective and efficient transit choices for people in the city.

Objective 5.4. Overall Community Appearance. Improve the overall appearance of the city and sense of safety for all who live, work and visit the city by eliminating blight and vacancies and enhancing maintenance.

SUMMARY

FOCUS ON GOVERNMENT

GOAL 6. QUALITY GOVERNMENT & INNOVATION.

Provide innovative, high quality government services and facilities for the residents of Newport News.

Objective 6.1. High-Quality Government Services & Resident Experience. Manage city government finances and operations to provide seamless and responsive service delivery and ensure fiscal soundness.

Objective 6.2. Branding & Marketing. Rebrand the city's image to convey the city's vision.

Objective 6.3. Technology & Cybersecurity. Provide modern technology and cybersecurity for government operations and service to residents.

Objective 6.4. Innovation & Continuous Improvement. Embrace innovation as a business practice to provide more value to residents.

Objective 6.5. Engaged & Skilled Workforce. Ensure that every employee has meaningful opportunities to engage, grow and learn. Develop a culture of shared leadership and empathy that supports employee well-being and development, cultivates leadership skills and supports aspiring leaders.

Objective 6.6. Shared Leadership Model. Integrate the Shared Leadership Model throughout all levels of city government.

GOAL 7. ENVIRONMENTAL STEWARDSHIP & SUSTAINABILITY.

Practice sound environmental stewardship to meet the needs of the present without compromising the needs of the future.

Objective 7.1. Energy Efficiency & Sustainability. Increase energy efficiency, use of renewable sources of energy, sustainable building practices and recycling.

Objective 7.2. Environmental Stewardship & Resilience. Preserve and protect the city's natural resources and green spaces for current and future generations.

BACKGROUND

ABOUT NEWPORT NEWS

The City of Newport News is located in Virginia's Lower Peninsula in the Chesapeake Bay watershed. Long and narrow, Newport News is approximately 26 miles long and less than a mile wide at its narrowest point. Located along the James River and Hampton Roads, one of the world's largest natural harbors, the city has approximately 70 square miles of land, 2,883 acres of tidal wetlands and 244 linear miles of tidal shoreline with 14 creeks and rivers within the city limits.

Newport News is a diverse community of people and neighborhoods that has grown from a history of shipbuilding and military influences to become the fifth largest city in Virginia. Historic neighborhoods include Marshall-Ridley and Downtown in the South District, Hilton and Oyster Point, now home to City Center, in the Central District and Denbigh and Lee Hall in the North District. The center of the city has a large amount of commercial properties including a mall, large shopping centers and town-center-type properties. The downtown area has many old buildings and warehouses. The remainder of Newport News is a mix of residential and commercial properties. The city has received two federal grants as part of the Choice Neighborhoods Initiative (CNI) to revitalize and transform Ridley Place public housing in the CNI area



Figure 1, Aerial View of Southern End of Newport News

in the Southeast Community. Located in the Hampton Roads region, Newport News remains a car-dependent city, with Interstate 64 and two local arterials running the length of the city and limited public transportation and

bicycle routes. Public transportation includes intercity rail service provided by Amtrak and bus service provided regionally by Hampton Roads Transit (HRT) and Williamsburg Area Transit Authority (WATA). The city is home to the Newport News/Williamsburg International Airport, the Newport News Marine Terminal, Virginia Port Authority's main break-bulk and roll-on/roll-off facility, CSX rail service for port and industrial customers and the fourth busiest Amtrak station in Virginia.

The city has the potential to become a hub for science, technology, innovation and advanced manufacturing. It is home to Huntington Ingalls Industries¹ Newport News Shipbuilding, the largest shipbuilding company in the United States and the sole designer and builder of nuclear-powered aircraft carriers for the U.S. Navy; one military installation, Joint Base Langley-Eustis; Thomas Jefferson National Accelerator Facility (Jefferson Lab), a leader in nuclear physics research²; and Seafood Industrial Park, the only publicly-owned working waterfront, supporting the commercial seafood industry. Riverside Regional Medical Center, the Greater Peninsula's most comprehensive medical facility, is located in Newport News. Other major employers include the Army & Air Force Exchange Service, Canon Virginia, United Parcel Service, Ferguson Enterprises/ Wolseley North America and High Liner Foods, Inc. The largest industries in Newport News are Health Care and Social Assistance, Manufacturing and Retail Trade. The highest paying industries are Professional, Scientific and Technical Services; Manufacturing; and Utilities.³

Newport News hosts a variety of cultural venues and activities including museums, performing arts, public art, historic preservation, historical reenactments and festivals. There are ten museums in the city, including the Peninsula Fine Arts Museum, The Mariners' Museum, the. U.S. Army Transportation Museum and the Virginia Living Museum. The city has seven performance halls including the Ferguson Center for the Arts and Downing-Gross Cultural Arts Center. Public art is found throughout the city, including 18 pieces commissioned by the Newport News Public Art Foundation. The city has five operating libraries and 37 city parks.

1 Huntington Ingalls Industries (HII) is America's largest military shipbuilding company. HII's Newport News and Ingalls shipbuilding divisions in Virginia and Mississippi have built more ships in more ship classes than any other U.S. naval shipbuilder.
2 Jefferson Lab employs 700 people and supports 1,600 active "user scientists" worldwide.
3 www.datausa.io/profile/geo/newport-news-va/

BACKGROUND

SHARED LEADERSHIP MODEL FOR CITY GOVERNMENT

THE STRUCTURE OF CITY GOVERNMENT:

The city's Shared Leadership Model provides a structure of related networks for city government leaders to collaboratively identify, analyze and manage issues and initiatives in linked teams, involving others when and as appropriate, up to including the full leadership team, plus outside partners as needed.

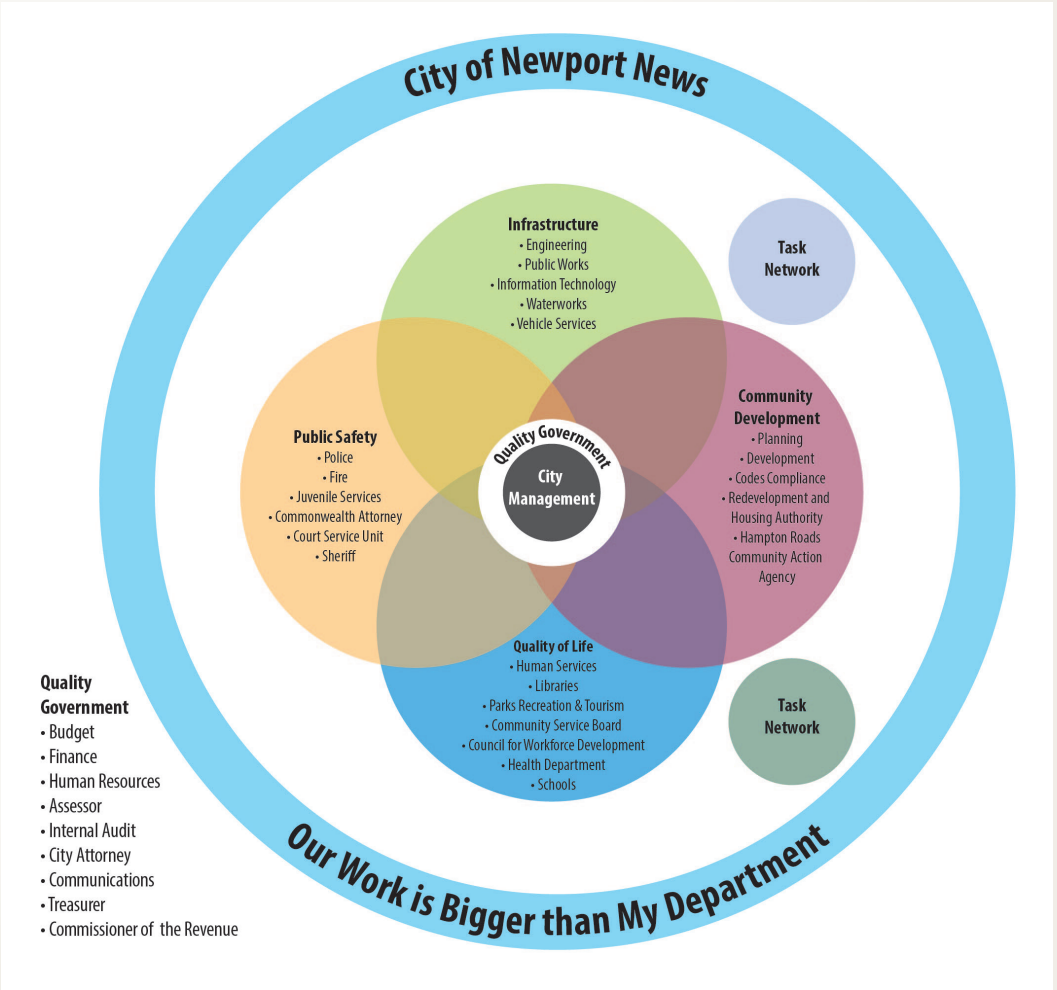


Figure 2, Newport News Shared Leadership Model

INTRODUCTION TO THE STRATEGIC PLAN

CONTENTS OF PLAN

This Strategic Plan provides a high-level roadmap for elected officials and city government in Newport News. It presents a vision for the city, the mission of city government and high-level strategic priorities, goals and objectives to guide the use of city resources for the next five years. The plan includes three strategic priorities - People, Places and Government - and seven subordinate goals that replace the prior five City Strategic Priorities. Each of the seven goals has supporting strategic objectives with strategies and measures of effectiveness to track progress on achieving the strategic objectives.

The Comprehensive Plan and the supporting neighborhood and area plans are more detailed companion documents that serve as primary tools to guide future investment in and development of the city for the next 20 years.

DEVELOPMENT OF PLAN

This plan was drafted based on a review of existing city, department, committee, geographic area and topical strategic planning documents, many of which were developed with significant stakeholder input. Additional inputs include interviews and data collection done by Catoctin Consulting in the fall of 2017 in preparation for the January 2018 Executive Leadership Team (ELT) retreat and the discussion from and reports of the 2018 and 2019 ELT retreats and other facilitated ELT meetings. In total, approximately 60 documents were reviewed as input. The resulting draft was reviewed and refined through a facilitated iterative process that involved the City Manager's Office, the ELT and the City Council.

USE OF PLAN

This Strategic Plan articulates the future that elected officials and city government seek to create in Newport News. As shown in Figure 3, initiatives will be developed to implement the goals and objectives using the shared leadership model as the governance structure. City spending, in both the operating budget and the Capital Improvements Plan, will be aligned with and support implementation of this plan. Progress will be monitored using the measures of effectiveness in the plan.

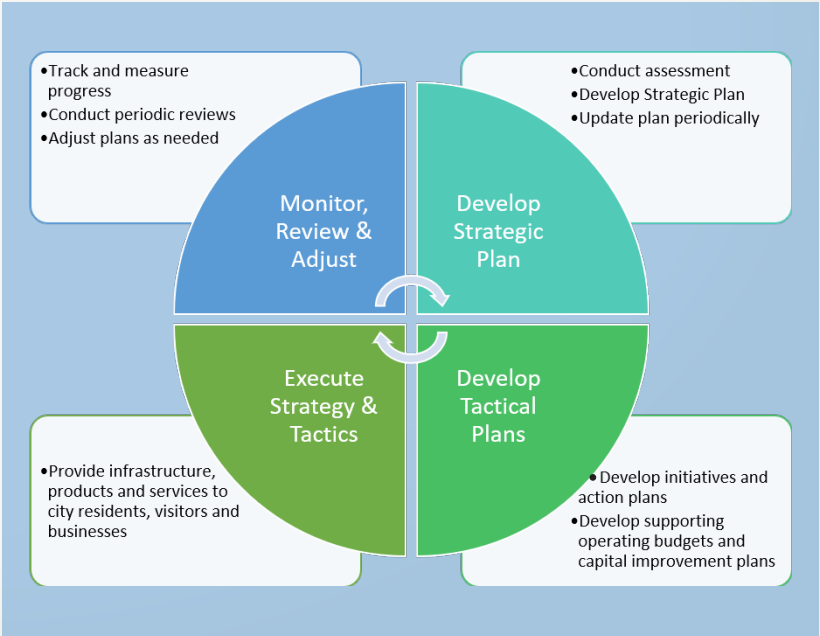


Figure 3, Development, Use and Update of Strategic Plan



STRATEGIC OVERVIEW

VISION *An aspirational statement about the desired future*

A diverse and prosperous waterfront city of science, technology, innovation and art where people come together as a vibrant, inclusive community.

MISSION *The purpose of city government*

To enhance the quality of life in the City of Newport News for current and future generations to thrive.

VALUES *The underlying principles that guide decision-making and actions in the city*

Community Engagement: We interact with, listen to, involve and collaborate with our diverse and evolving population in ways that respond to stakeholders’ unique needs and enable residents to contribute. We cultivate an environment where the free exchange of ideas is welcome, enabling us to learn from the unique contributions of all individuals.

Opportunity for All: We are inclusive. We break down barriers and enable advancement in education/learning, housing, employment and entrepreneurship and personal fulfillment.

Creativity and Innovation: We think independently and risk the uncertainties of new ideas and creative solutions to address challenges, improve services and leverage opportunities. We do not accept the status quo.



Figure 4, Concept for Downtown Waterfront, from Comp Plan, pg. vii

Stewardship: We create a safe and healthy environment and are good stewards of the city’s natural, cultural and public resources for the future of the community. We serve with integrity and lead by example, determining what is right and acting on that determination with professionalism.

Fun: We believe in the value of fun. Serious work has to be done. We also believe in the value and benefit of fun, laughter and smiles and that they are legitimate objectives in the work we do. We will actively pursue them as outcomes.

HIGH-LEVEL STRATEGY *How City government will achieve its mission*



City government, citizens and private partners come together.

STRATEGIC OVERVIEW

The City of Newport News will focus on three strategic priorities:

PEOPLE:

Newport News city government will engage and empower residents, build partnerships and provide services to transform the city into a vibrant, inclusive and safe city that has quality education, exciting career options in science and technology, a growing entrepreneurial business community, a significant military and federal presence and many recreation and entertainment choices.

PLACES:

City government will work to create welcoming communities with connected neighborhoods, high-quality equitable and affordable housing, a multimodal transportation network including bike and pedestrian paths to connect neighborhoods to employment and commercial and entertainment centers, gateways and public spaces that celebrate the unique character and culture of the city and its neighborhoods and multiple opportunities for residents to enjoy the waterfront.

GOVERNMENT:

City government leaders will work together using a shared leadership model to empower the city’s skilled workforce to provide innovative, high-quality services that enable the city to live up to its brand promise of being a vibrant inclusive waterfront city where smart people want to be. City government will preserve and protect the city’s natural resources and green spaces for current and future generations.

STRATEGIC PRIORITIES, GOALS AND OBJECTIVES

This Strategic Plan focuses on three strategic priorities: People, Places and Government. For each strategic priority, there are strategic goals and objectives. As shown in Figure 5, the Government strategic priority is the foundation, which then supports Places and enables the city to meet the needs of and serve People.



Figure 5, Newport News Strategic Priorities and Goals

 **GOAL #1: HEALTH, SAFETY & WELL-BEING**
Enable all Newport News residents, employees and visitors to feel confident in their safety and well-being.

OBJECTIVE 1.1: PERSONAL SAFETY

Provide public safety services to ensure the safety of all residents, employees, visitors and their property.

STRATEGIES

- ▶ Continue to strengthen partnerships and interactions between the police and the community.
- ▶ Engage communities and expand involvement with the community, especially involvement with youth, through community policing and neighborhood watch.
- ▶ Improve lighting on neighborhood streets and public spaces, particularly in areas that pose a safety or crime risk.
- ▶ Continue to protect life and property through fire and emergency medical services. Provide community-wide education and training on fire prevention and preparedness.
- ▶ Establish a culture of safety within city government by developing a comprehensive plan to prevent and minimize workplace violence.

MEASURES OF EFFECTIVENESS

- ▶ % reduction in overall violent crime incidents per year (Target for 2020 is 8% reduction.)
- ▶ % reduction in total crime incidents per year (Target for 2020 is 10% reduction.)
- ▶ Comparison of the Newport News violent crime rate per 1000 people with the Virginia state average and the national median⁴.
- ▶ Milestone tracking to identify risk factors, develop a comprehensive workplace safety plan to prevent and minimize workplace violence and implement the plan.

⁴ www.neighborhoodscout.com/va/newport-news/crime

OBJECTIVE 1.2: HEALTH
Foster a healthy environment with equitable outcomes by increasing access to a greater range of medical services, fresh food and more active lifestyles.

STRATEGIES

- ▶ Increase access to quality medical facilities and a greater range of healthcare and wellness services, programs and providers. Support a broader range of local health services to meet the needs of residents and neighborhoods by expanding partnerships with health and wellness providers.
- ▶ Conduct activities to increase awareness, provide health and wellness education and health screening.
- ▶ Increase and enhance the services provided by the neighborhood free clinic while exploring the potential of providing mobile health services and screenings within the CNI area in the Southeast Community.
- ▶ Eliminate food insecurity and encourage healthy living by providing education programs and facilitating neighborhood businesses and community gardens and farm markets that provide access to healthy, fresh, affordable, nutritious food choices throughout the city. In neighborhoods where transportation can be a challenge, facilitate a food delivery service.
- ▶ Expand opportunities for residents to be physically active. Partner with the private sector to establish access to gyms for communities that lack them. Link neighborhoods, natural areas, open spaces, recreational facilities and the waterfront with a network of greenways and trails. Promote the use of pathways, greenways and the waterfront for walking, biking and other physical activity.

- ▶ Create and reinvent public spaces to strengthen the connection between people and shared places and promote health and well-being. Expand parks and recreation programs to meet the needs of residents and promote healthy lifestyles, personal enjoyment, social and family interaction and conservation of natural and cultural assets.

MEASURES OF EFFECTIVENESS

- ▶ Reduction in health disparities by district
- ▶ % reduction in # of residents living with food insecurity
- ▶ % of city residents that have public greenspace or a park within a ten-minute walk



GOAL #2: EDUCATION & LEARNING
Strengthen education and access to learning for all residents. Increase resident financial empowerment, promote well-being and strengthen the city by making quality education a reality for all residents.

OBJECTIVE 2.1: PRE-K PREPARATION FOR EDUCATION
Ensure that children enter school ready to learn and be successful in school.

STRATEGIES

- ▶ Increase availability and strengthen early education pre-kindergarten (pre-K) programs, particularly for low-income children. Expand the existing Healthy Families and First Step programs. Make pre-K programs universally available within the city so every child has the opportunity to attend.
- ▶ Provide a continuum of enriched learning and support opportunities for at-risk children, youth and their families.
- ▶ Promote parental support of and family involvement in learning and education. Expand evidence-based multi-generation learning programs such as the two-generation approach⁵ that support both children and their parents.

MEASURES OF EFFECTIVENESS

- ▶ Reduction in children in the city who enter kindergarten without four-year-old preschool.
- ▶ Improvement in Kindergarten Readiness Index⁶ scores of children in pre-K programs in the city.

⁵ www.ascend.aspeninstitute.org/two-generation/what-is-2gen/
⁶ The Kindergarten Readiness Index is the same as the Healthy and Ready to Learn National Outcome Measure; see www.childtrends.org/project/childtrends-national-outcome-measure.

2

OBJECTIVE 2.2: PRIMARY & SECONDARY EDUCATION
Strengthen primary and secondary education in Newport News to enable all students in the city to obtain a quality education that prepares them for higher education, career success and self-sufficiency.

STRATEGIES

- ▶ Collaborate with Newport News Public Schools (NNPS) to achieve full accreditation for all NNPS schools and provide quality primary and secondary education that results in all NNPS students graduating college, career and citizen-ready.
- ▶ Collaborate with NNPS to strengthen school-to-career pathways; foster college and career preparedness for all public secondary school students in the city.
 - o Increase access to technology, arts, mentoring, career and college counseling and career and technical education courses.
 - o Continue to support and strengthen programs⁷ that provide career guidance and intentional pathways after high school graduation for both students who go to college and those who do not go to college, for instance those who are interested in vocational training or entrepreneurship. Consider other evidence-based models, such as the Ford Next Generation Learning Model that could strengthen student career success⁸.
- ▶ Look at long-term research results. Consider research-based strategies and implement as appropriate.
 - o Expand and promote existing partnerships such as those with Jefferson Lab, Old Dominion University (ODU), Christopher Newport University (CNU), Hampton University and Thomas Nelson Community College (TNCC). Build partnerships with science and

- technology companies in the city.
- o Improve quality and expand after-school programs to provide support to at-risk youth.
- o Establish a youth leadership academy.

MEASURES OF EFFECTIVENESS

- ▶ 100% of Newport News public schools are fully accredited
- ▶ % increase in NNPS student benchmarks⁹:
 1. Student achievement as measured by proficiency test scores meeting state and national standards in reading, math, science and history¹⁰, with a target of being above the state average in all categories
 2. Student advancement as measured by exemplary academic performance which exceeds state and national standards¹¹
 3. Youth development as measured by appropriate behavior and engagement in academics and activities
- ▶ % of students who go on to post-secondary education
- ▶ % of Newport News public schools that are rated above average compared to other schools in the state
- ▶ Engagement, including city government involvement, in development of the NNPS strategic plan and subsequent partnership in implementation.

7 NNPS has a PK-12 Career Pathways program that connects students to career exploration and development. Students investigate careers and participate in work-based learning experiences to advance their career goals. See <http://sbo.nn.k12.va.us/careerpathways/>.

8 The Ford Next Generation Learning model is an example of an evidence-based model for student career success which establishes small learning communities in which students focus their studies on a specific career or college pathway; see www.fordnjl.com/.

2

OBJECTIVE 2.3: CAREER-ORIENTED LEARNING
Facilitate learning for and in the workplace. Create avenues for all residents to be successful working adults and to be able to adapt when the work environment changes.

STRATEGIES

- ▶ Expand and promote vocational training such as the Family Investment Center (FIC) operated by Newport News Redevelopment and Housing Authority (NNRHA) to serve the educational and vocational needs of public housing residents.
- ▶ Expand access to college education by building on the Captain’s Program, a collaboration between CNU and NNPS that makes a free college education available to certain students.
- ▶ Facilitate higher education and industry partnerships to build local science and technology academic programs that contribute to the city having a highly educated and skilled workforce. Leverage the fact that 1/3 of the U.S. PhDs in nuclear physics did their research work at Jefferson Lab.
- ▶ Support service members transitioning from the military to retain them as members of the workforce in the city.

MEASURES OF EFFECTIVENESS

- ▶ % of high school students who go on to post-secondary education
- ▶ % of residents and former military service members who complete vocational training and are employed in Newport News

9 See pages 2-4 of <http://sbo.nn.k12.va.us/superintendent/agenda.pdf>.

10 For how NNPS compares to state benchmarks, see <http://schoolquality.virginia.gov/divisions/newport-news-city-public-schools#desktopT-abs-2>.

11 See page 3 of <http://sbo.nn.k12.va.us/superintendent/agenda.pdf>.



GOAL #3: OPPORTUNITY & ECONOMIC PROSPERITY

Strengthen education, workforce development and business opportunities to make Newport News economically strong with career opportunities for all residents. Enable wealth building by making quality education, workforce training and employment with a living wage realistic options for all working-age residents. Build a strong and diverse economy by capitalizing on the city's research, science, technology and advanced manufacturing sectors and support entrepreneurship and small business.

OBJECTIVE 3.1: ECONOMIC DEVELOPMENT & BUSINESS VITALITY

Attract and retain employers and businesses that provide a diverse array of employment and career opportunities to city residents.

Build on the existing strengths of science, including nuclear and material science, research, technology, advanced manufacturing, healthcare and locally-owned businesses.

STRATEGIES

- ▶ Create a business-friendly climate and regulatory environment that encourages new and existing business investment and expansion. Collaborate with educational institutions, business leaders and employers to retain and expand existing businesses and attract new businesses.
- ▶ Promote the city as a hub for nuclear science, technology, research and development and advanced manufacturing. Attract and incentivize business and workforce growth in science including nuclear physics and material science, technology, research and development, advanced manufacturing, aerospace and aviation.
- ▶ Support Tech Center Research Park and expansion of Jefferson Lab and provide an environment that is friendly to technology transfer, innovation, spinoffs and related entrepreneurial activity. Create a community that is friendly and attractive to scientists and technology professionals.
- ▶ Support economic development to create vibrant commercial corridors such as Jefferson Avenue, supporting and encouraging expansion of locally-owned and operated neighborhood-based and home-based businesses. Create the conditions for public and private investment in distressed neighborhoods to offer the services, amenities and community interaction (e.g., open-air or indoor market, restaurant incubator, art/craft showcase or market) desired by residents. Provide training, loans and grants to enable residents to establish and strengthen businesses. Facilitate development of affordable co-working space and a small business incubator.

- ▶ Spur local entrepreneurship and support small business development, including licensed daycare and other amenities and services desired by residents. Expand and promote entrepreneurial training programs and financial and management assistance geared to youth and young adults in conjunction with the EDA and the Hampton Roads Small Business Development Center.
- ▶ Develop a distinctive working environment to attract young business owners and employees that could combine a tech hub, co-working space and business/ innovation incubator with interest in foodie and craft beverage culture. Develop a food court for Culinary Institute of Virginia (VCI) graduates and other entrepreneurs to open niche restaurants in a dedicated space.

MEASURES OF EFFECTIVENESS

- ▶ % increase in the number of jobs in the city that are in the fields of nuclear science, technology, research and development and advanced manufacturing
- ▶ % increase in jobs (or # jobs created/retained) or reduction in unemployment rate by district
- ▶ % increase in number of jobs in the city
- ▶ % increase in business revenues subject to Business, Professional and Occupational License (BPOL) tax

3

OBJECTIVE 3.2: EMPLOYMENT & CAREER OPPORTUNITY

Facilitate development of a highly educated, highly skilled globally competitive workforce that meets the needs of the city's business community, resulting in career opportunities with living wages for city residents. Fill the skills gap and bolster job readiness for residents so they pursue and are successful in employment with businesses in the city, including research, nuclear science, technology, advanced manufacturing, aerospace including materials science, health sectors and locally-owned businesses. Provide opportunity for low-income residents and attract people to stay and live in Newport News. Increase the local employment opportunities that are filled by city residents.

STRATEGIES

- ▶ Develop a plan for how to meet the workforce needs of science and technology employers with city residents. Collaborate with schools, higher education, banks¹² and employers to identify workforce needs and develop science, research and development and technology career paths for a 21st century workforce within the city to meet the needs of growing industry.
- ▶ Collaborate with educational institutions, business leaders and employers to meet the needs of chronically unemployed and underemployed residents.
- ▶ Collaborate with employers to establish training, apprenticeship and volunteer programs to train and prepare residents to meet employers' workforce needs. Develop training programs that will lead to full-time employment.
- ▶ Improve access to high-tech job training and educational programs. Work with TNCC, CNU, New Horizons or other qualified providers to offer day and evening classes for residents that provide industry-specific credentials.
- ▶ Identify barriers to employment and develop strategies to boost employment and support people in pursuing employment and career opportunities.

- ▶ Facilitate dissemination of information to job seekers and potential members of the workforce. Identify shared community space and technology platforms to post job bank opportunities, information on GED and training programs, eligibility requirements, etc.
- ▶ Facilitate the continued development and operation of the Brooks Crossing Innovation and Opportunity Center as a partnership among Newport News Shipbuilding, ODU, the city and the Economic Development Authority (EDA). This center will provide continuous science, technology, engineering and mathematics (STEM) learning opportunities for all ages and abilities, encompassing multiple STEM disciplines in hopes of empowering students to have potential careers in STEM fields and digital shipbuilding.

MEASURES OF EFFECTIVENESS

- ▶ % of jobs above a certain wage rate, or % of households above "low income"
- ▶ % increase in household income by district
- ▶ % of local jobs that are filled by city residents

¹² Banks can play an important role in building a strong workforce for their local economy. Workforce development can be an eligible activity under the Community Reinvestment Act (CRA). Recent guidance from federal banking regulators states that 'creating or improving access by low- or moderate-income persons to jobs or to job training or workforce development programs' and access to day care and other support services may be considered eligible economic development activities.

OBJECTIVE 3.3: MILITARY & FEDERAL FACILITIES

Focus efforts on preserving and growing military and federal capabilities within the city.

STRATEGIES

- ▶ Work with our military and federal facilities to attract larger investment by the federal government by facilitating greater cooperation through inclusion in infrastructure requirements, transportation, education, local employment for family members and leveraging innovation and technology with local institutions and private sector business.
- ▶ Harness the opportunity to recruit and maintain the federal workforce by providing the desired services and communities to live, work and play.

MEASURES OF EFFECTIVENESS

- ▶ Increase in number of military and federal employees and retirees living and working in Newport News
- ▶ Increase in federal appropriations to local military and federal facilities
- ▶ Federal commitment to maintain existing installations and facilities
- ▶ Increase in number of military and federal facilities
- ▶ Expansion of existing military and federal facilities

OBJECTIVE 3.4: WEALTH BUILDING, FINANCIAL EMPOWERMENT & INDEPENDENCE

Empower residents to build wealth and increase their financial independence.

STRATEGIES

- ▶ Foster resiliency and self-sufficiency.
- ▶ Engage the Newport News community in developing wealth creation opportunities for residents. Establish community partnerships to implement solutions. Partner with community nonprofits and banks to leverage the Community Reinvestment Act for workforce development and other wealth building strategies. Leverage sources for best practices such as Virginia First Cities and programs such as the Asset Limited, Income Constrained, Employed (ALICE) program¹³, a United Way project.
- ▶ Utilize evidence-based practices such as trauma-informed crisis response and housing first.
- ▶ Provide community services and in some cases housing for at-risk populations, including people who are homeless or at risk of homelessness, people with mental illness and youth.
- ▶ Increase the availability of accredited affordable daycare in the CNI area in the Southeast community.

MEASURES OF EFFECTIVENESS

- ▶ % reduction in number of households considered “low income”
- ▶ % increase in household income by district
- ▶ % reduction in the number of residents who are unbanked, by district
- ▶ % reduction in people who are homeless

¹³ United Way's ALICE project raises awareness about a huge but hidden segment of our community that is struggling to afford basic necessities. The success of a community is directly related to the financial stability of its members. For too many hardworking households, impossible decisions such as whether to pay the rent or the electric bill, or buy food or medicine, are a way of life. When people who are ALICE are forced to make difficult choices, the entire community faces consequences. The project provides a framework and language for stakeholders to reassess public and corporate policies and implement changes that improve the lives of ALICE and their communities. www.unitedforalice.org/overview



GOAL #4: FUN, ENTERTAINMENT & CULTURE

Cultivate and foster opportunities for enrichment for city residents, including art, culture and recreation that celebrate the city's diversity, unify the city and promote community engagement.

OBJECTIVE 4.1: COMMUNITY ENGAGEMENT & CITIZEN DRIVEN CHANGE

Engage and empower residents to define what they want in their city and then to make it so. Build trust in city government by listening and providing assistance and support to implement resident ideas.

STRATEGIES

- ▶ Increase visibility in the community to raise awareness of city government and city programs and services, build relationships with city residents and better connect staff with people in the community.
- ▶ Strengthen partnerships among the city, police, citizens and community organizations to develop and implement innovative methods to reduce crime and engage the community while doing so. Engage youth, families and neighborhoods in developing solutions to violence. Collaborate to implement the solutions.
 - o Engage all city residents, especially young people.
 - o Engage residents in defining desired recreation and library programs and services.
 - o Enable a level of transparency that allows public participation in decisions and encourages residents to be well informed. Support transparency through technology, for example by utilizing the city's website and a mobile app to communicate with and solicit feedback from residents.
 - o Engage citizens in refining and telling the Newport News story.
 - o Cultivate strong partnerships and working relationships with city and community partners.

MEASURES OF EFFECTIVENESS

- ▶ Increase in civic capital as measured by the National Civic League's Civic Index¹⁴. The Seven Components of Civic Capital as measured on a self-assessment are:
 1. Engaged Residents
 2. Inclusive Community Leadership
 3. Collaborative Institutions
 4. Embracing Diversity and Equity
 5. Authentic Communication
 6. Culture of Engagement
 7. Shared Vision and Values
- ▶ % increase in the number of citizen-led events and efforts

4

OBJECTIVE 4.2: COMMUNITY LEADERSHIP

Provide opportunities for residents to develop leadership skills and lead or co-lead efforts to strengthen neighborhoods. Support them with money and staff, for example with a Neighborhood Division or Neighborhood Grants.

STRATEGIES

- ▶ Support resident-led events and resident-organized beautification activities.
- ▶ Continue the leadership academy to develop current and future leaders in the community.
- ▶ Expand opportunities for citizen leaders and youth leaders (including but not limited to the Citizen's Police Academies and a youth leadership academy).
- ▶ Celebrate and share the stories of industry leaders in the community including research, science and technology leaders, through collaboration with the Shipyard, Jefferson Lab, CNU, Fort Eustis, etc. Consider attracting state university involvement. This might include a partnership with the school system or a mentoring program to connect industry leaders with youth in the community.

MEASURES OF EFFECTIVENESS

- ▶ Increase in Inclusive Community Leadership as part of measuring civic capital using the National Civic League's Civic Index

¹⁴ www.nationalcivicleague.org/the-leagues-civic-index-measuring-your-communitys-capacity-to-solve-problems-and-thrive/

4 OBJECTIVE 4.3: ART

Provide opportunities for all residents to interact with, create and enjoy art.

STRATEGIES

- ▶ Increase community involvement in public art. Consider things like a kinetic interactive ion sculpture that speaks to nuclear physics and that is also a swing, bench or musical instrument. Have residents and businesses build or decorate public art.
- ▶ Include public art in neighborhood and city gateways.
- ▶ Increase public access to existing cultural and arts venues through opportunities for free or low-cost admission and special programs.
- ▶ Provide cultural and entertainment amenities and state of the art cultural venues. Establish arts space that could become the nexus for art, theater and music-related events.

MEASURES OF EFFECTIVENESS

- ▶ % increase in public art, by district



Pearl Bailey art ceremony.

4 OBJECTIVE 4.4: ENTERTAINMENT & CULTURE

Orchestrate opportunities for fun, entertainment and culture for residents of all ages.

STRATEGIES

- ▶ Organize and/or support festivals and fun activities to build a sense of community.
- ▶ Share the vision for fun and build community support, involvement and attitude change. Support ways to include play, surprise and delight. Do a city-wide contest for creative wild and wacky ideas and implement a number of them.
- ▶ Collaborate with neighborhood businesses to orchestrate Alive After 5 events, First Friday events, food truck rallies and other events that showcase local businesses and bring residents to commercial areas.
- ▶ Develop a culture of tactical urbanism¹⁵ in which city government encourages and supports co-creators, engages the community and contributes to a sense of vitality throughout the city. Embrace the temporary, including pop-up events. Try out a variety of things in various areas across the city to show progress, create energy and enthusiasm and test ideas that could lead to longer-term changes and projects. Start with:
 - o Downtown – 23rd Street and Superblock
 - o Denbigh – Kmart site
 - o Hilton – support existing neighborhood co-creators

- ▶ Capitalize on the city's waterfront. Promote public, cultural, recreational and commercial activities along the waterfront. Organize and/or support events that celebrate and energize the city's abundant waterfront. Identify and pursue venues and programs that provide public access to and enjoyment of, local waterways and water bodies, with emphasis on the Warwick River, James River Hampton Roads Harbor.
- ▶ Continue to provide a wide range of recreation programs and opportunities to meet the needs and interests of residents.

MEASURES OF EFFECTIVENESS

- ▶ % increase in the number of citizen-led events and efforts
- ▶ Resident and visitor feedback based on survey and social media

¹⁵ Tactical urbanism developed over the past decade as an action-oriented approach to community and neighborhood building using short-term, sometimes temporary, low-cost scalable projects to experiment, try new things and gather input on community interest and possible design changes.



GOAL #5: WELCOMING COMMUNITIES WITH CONNECTED NEIGHBORHOODS

Create welcoming communities with walkable and bikeable connected neighborhoods. Invest, revitalize and celebrate neighborhoods city-wide.

OBJECTIVE 5.1: NEIGHBORHOODS

Build a sense of pride and create inviting attractive neighborhoods of choice that are diverse and vibrant.

STRATEGIES

- ▶ Establish neighborhood community groups/authorities to integrate and champion the changes.
- ▶ Strengthen engagement between schools and the community in nearby neighborhoods.
- ▶ Attract new people to neighborhoods who will contribute to building neighborhood stability and patronize local amenities. This could include city employees, police recruits and others with energy and incomes.
- ▶ Provide attractive amenities and activities. Provide excellent parks, recreation facilities and public spaces that provide all residents with access to recreation and opportunities to enjoy the waterfront.
- ▶ Create and reinvent public spaces to strengthen the connection between people and shared places and promote health and well-being. Design public spaces for use for pop-up events, food trucks and other activities that bring people together.
- ▶ Capitalize on the city's waterfront. Use parks and public spaces to showcase the waterfront that makes Newport News unique. Create walkable waterfronts that include public, cultural, recreational and commercial activities. Connect the new extensive waterfront parks to the rest of the city via greenways and pathways to make it accessible as a destination and regional attraction for both residents and visitors.

- ▶ Facilitate day-time activity and nightlife by creating an arts and entertainment district.
- ▶ Develop a marketplace and seafood restaurant with a waterfront view at the Seafood Industrial Park.
- ▶ Make immediate improvements and use of the Kmart site prior to its development. Do simple beautification and greening to connect the site to natural areas and nearby water. Conduct pop-up events such as concerts, farmers’ markets, food truck rodeos, art events and performances. Consider creating an art community using shipping containers as studios.
- ▶ Consider integrating city services at the Sherwood Center.
- ▶ Increase police presence in the community, possibly at Sherwood Center, in locations that encourage staff to walk in the community to patronize local businesses.
- ▶ Link neighborhoods, natural areas, open spaces, recreational facilities and the waterfront with a network of greenways and trails (pedestrian and bicycle). Create greenways and pathways that connect the community to other neighborhoods and amenities. Provide a park or green space within a ten-minute walk of every resident’s home.¹⁶
- ▶ Consider making Lucas Creek Road a multi-use connector between Denbigh and Riverview Farm. Situate bike trails to attract cyclists to frequent neighborhood businesses.

- Continued on next page

¹⁶ Research by the Trust for Public Land shows that parks boost resident well-being and foster a sense of community among many other benefits. It has partnered with the National Recreation and Park Association and the Urban Land Institute to launch a national 10-minute walk campaign with a goal of establishing a park within a 10-minute walk of every resident in the U.S. Over 220 mayors to-date have committed to support the 10-Minute Walk campaign and are increasing equitable park access and quality through local policy changes, master planning efforts and increased funding.” www.nrp.org/our-work/partnerships/initiatives/10-minute-walk/

- Continued

STRATEGIES

- ▶ Update the Lee Hall Area Plan to include development of Endview into a high-end neighborhood.
- ▶ Develop a greater Hilton Area Plan to include areas north and south of Hilton Village proper to preserve and protect the character of the neighborhood.
- ▶ Develop a Greater Oyster Point Area Plan with a focus on City Center expansion.

5

OBJECTIVE 5.2: QUALITY HOUSING

Facilitate improvements to the city's housing stock to include a wide range of safe¹⁷ and accessible quality housing choices for residents of all income levels in all generations city-wide.

STRATEGIES

- ▶ Develop and implement a city-wide housing strategy.
- ▶ Increase safe, decent, affordable rental and homeownership housing opportunities.
- ▶ Expand housing rehabilitation opportunities, including the partnership with Habitat for Humanity.
- ▶ Require new infill housing to respect the historical patterns and character of the neighborhood. Encourage design elements in new neighborhoods that foster community.
- ▶ Facilitate home ownership, particularly in the Southeast Community. Encourage strategies such as single-family and small multi-family infill that make it attractive to build new homes. Find ways to help people who can’t afford to both buy and renovate a home in the neighborhood.
- ▶ Require at least 10% of all newly constructed multi-family housing be accessible to persons with mobility impairments.

MEASURES OF EFFECTIVENESS

- ▶ Status of plan implementation (MRCN Transformation Plan, Downtown Reimagined and Denbigh Warwick Area Plan)
- ▶ % of residents with a park or green space within a 10-minute walk
- ▶ % increase in property values, by district
- ▶ % increase in city population
- ▶ % increase in home ownership rate, by district

- ▶ Facilitate an increase in permanent supportive housing for the chronically homeless, veterans and individuals with developmental disabilities or mental illness. Include this housing in all neighborhood plans.
- ▶ Replace distressed public and assisted housing with high-quality mixed-income housing that is well-managed and meets the needs of the surrounding neighborhood.

MEASURES OF EFFECTIVENESS

- ▶ Status of completion of housing strategy
- ▶ % of new single-family dwelling units
- ▶ # of new single-family dwelling building permits issued or Certificates of Occupancy
- ▶ % increase in single family housing assessments
- ▶ % reduction in people who are homeless

¹⁷ In the context of housing, safe refers to housing that complies with building codes and community standards.

5 OBJECTIVE 5.3: TRANSPORTATION & CONNECTIVITY

Reduce traffic congestion, improve connectivity within the city and region and create safe, effective and efficient transit choices for people in the city. Enhance connections on foot, by bike, by car and by public transit.

STRATEGIES

- ▶ Develop an integrated network of accessible greenways, trails, sidewalks and bike lanes and routes (pedestrian and bicycle) throughout the city.
- ▶ Support a bike trail that connects to the regional Virginia Capital Trail.¹⁸
- ▶ Develop and adopt a micromobility ordinance that addresses things like e-scooters and bike shares.
- ▶ Improve the public transit system and revisit bus routes as neighborhoods change. Create more transportation choices, including increasing east-west connections. Explore micro-transit options using small-capacity vehicles.¹⁹
- ▶ Explore water-based transit options including ferry service to connect the city to the rest of the region and water taxi options to connect the city's public waterfronts.
- ▶ Maintain and upgrade the city's road and sidewalk infrastructure. Transition streets to Complete Streets²⁰ that provide dedicated space for pedestrians and bicyclists.
- ▶ Reduce dependence on cars by providing the infrastructure to support other modes of transportation.
- ▶ Create an ordinance to allow electric vehicle infrastructure.

MEASURES OF EFFECTIVENESS

- ▶ Existence and extent of implementation of transportation plan that includes greenways and pathways
- ▶ % increase in pedestrian and cycle traffic
- ▶ % reduction in traffic accidents



Complete street concept from downtown.

¹⁸ A 52-mile trail from Richmond to Williamsburg; see www.virginiacapitaltrail.org/
¹⁹ www.apta.com/research-technical-resources/mobility-innovation-hub/microtransit/

²⁰ Complete Streets are streets designed and operated to enable safe use and support mobility for all users. www.smartgrowthamerica.org/program/national-complete-streets-coalition/

5 OBJECTIVE 5.4: OVERALL COMMUNITY APPEARANCE

Improve the overall appearance and sense of safety for all who live, work and visit the city by eliminating blight and vacancies and enhancing maintenance.

STRATEGIES

- ▶ Collaborate and partner with neighborhood leaders, residents, businesses and other stakeholders to improve maintenance, landscaping and overall community appearance.
- ▶ Maintain thoroughfares, city properties and adjacent properties nicely and uniformly.
- ▶ Implement Crime Prevention Through Environmental Design.²¹
- ▶ Eliminate blight and dilapidated, unsafe housing, industrial, commercial and other properties in Newport News. Strengthen and enforce building codes and community maintenance standards.²²
- ▶ Identify incentives to rehabilitate, reuse and restore historic resources.

MEASURES OF EFFECTIVENESS

- ▶ Reduction in the number and % of properties in the city that are boarded up and/or unsafe.
- ▶ Reduction in the number and % of properties in the city that are vacant.



Habitat Home Repair Blitz.

²¹ A set of design principles to reduce crime and increase building security

²² Consider strategies used in Mobile, AL: www.fastcompany.com/90298534/blight-is-eating-american-cities-heres-how-mobile-stopped-it



GOAL #6: QUALITY GOVERNMENT & INNOVATION

Provide innovative, high quality government services and facilities for the residents of Newport News.

OBJECTIVE 6.1: QUALITY GOVERNMENT SERVICES & RESIDENT EXPERIENCE

Manage city government finances and operations to provide seamless and responsive service delivery and ensure fiscal soundness.

STRATEGIES

- ▶ Make all city government services easier to access as well as more visible, inviting and personal.
 - o Locate city services for effectiveness and convenience to city residents, including schools, libraries, parks and recreation facilities, government services, etc. Locate police and fire stations in mixed use development in neighborhoods. As community facilities are programmed for new construction, renovation or replacement, collocate facilities in convenient locations to improve customer service and accessibility.
 - o Increase technology usage to provide residents more effective and immediate access to information and services.
 - o Understand and meet or exceed citizen expectations and needs. Provide quality services and thereby build public trust.
- ▶ Provide accessible, equitable high-quality community facilities. Build and maintain reliable facilities and infrastructure to meet the needs of city residents. Design new and retrofit existing city facilities and public spaces to be barrier-free and accessible to all.

- ▶ Provide access to technology, including high-speed internet through free or low-cost Wi-Fi in public buildings, parks, transit and outdoor public spaces. Utilize public access to Wi-Fi to communicate with and engage residents.
- ▶ Maintain financial viability through effective cost control, resource allocation and revenue management. Use the Capital Improvement Plan (CIP) to purchase, install, maintain, rehabilitate and upgrade city facilities and infrastructure.

MEASURES OF EFFECTIVENESS

- ▶ Resident satisfaction with city government services
- ▶ % of residents with a park or green space within a 10-minute walk
- ▶ % of city services that can be accessed remotely using technology
- ▶ City bond rating

6

OBJECTIVE 6.2: BRANDING & MARKETING

Rebrand the city's image to convey the city's vision. Brand and market the city as a destination for tourism, culture and entertainment; as an accessible, diverse; and dynamic destination; as a hub for science, technology, innovation and advanced manufacturing; as a place that smart people want to be and as a vibrant waterfront community. Tell the Newport News story to employees, residents, businesses, industry and visitors.

STRATEGIES

- ▶ Develop a brand strategy and promise that is clear, compelling, credible and aligned with the city's strategic priorities and communicated. The brand promise should match emotional truth and the experience of residents, visitors and businesses.
- ▶ Implement the strategic communications plan.

OBJECTIVE 6.3: TECHNOLOGY & CYBERSECURITY

Provide modern technology and cybersecurity for government operations and service to residents.

STRATEGIES

- ▶ Provide public Wi-Fi access in public spaces such as parks, community centers, libraries, city government buildings, City Center and transportation centers, including on public transit.
- ▶ Provide access for all library patrons and those in the CNi neighborhood to the latest technology and broadband services that supports their success in school, work and life.
- ▶ Establish a smart cities framework to improve urban living with technology.
 - o Use common data to identify trends, address problems and inform solutions. Use data to increase efficient use of city resources and prioritize provision of services.
 - o Use technology to increase public safety.
- ▶ Use technology to interact with, communicate with, inform and enhance customer service and service delivery to residents, visitors and businesses.
 - o Explore ways to share city government and community information through mobile apps and all emergent social media platforms.

MEASURES OF EFFECTIVENESS

- ▶ % increase in city population
- ▶ % of media mentions that are positive versus negative
- ▶ Number of brand assimilations or imitations

- o Create a Virtual City Hall that provides a digital platform for remote customer service and integration. Use technology so residents can access government services from close to home.

- ▶ Utilize technology to improve operations across city government, including planning, financial management, stewardship of resources, asset management, operations and service delivery. Create an IT governance structure and system architecture for city government. Benchmark and implement best practices to accelerate results.

MEASURES OF EFFECTIVENESS

- ▶ % of residents who have access to broadband/high speed internet
- ▶ % of city services that can be accessed remotely using technology
- ▶ Existence and % implementation of a strategic technology plan for the city and city government
- ▶ % increase in the number of jobs in the city that are in the fields of nuclear science, technology, research and development and advanced manufacturing

6 OBJECTIVE 6.4: INNOVATION & CONTINUOUS IMPROVEMENT

Embrace innovation as a business practice to provide more value to residents.

STRATEGIES

- ▶ Implement and institutionalize the Innovation Office to support and facilitate innovation and continuous improvement of city services.
- ▶ Leverage data analytics, evidence-based policy, best practices, benchmarking and technology. Collect and utilize data to develop innovative solutions and improve efficiency, effectiveness and responsiveness of service delivery.
- ▶ Develop processes and innovative solutions to streamline and improve service delivery. Seek simple “garden hose” solutions.
- ▶ Infuse fun throughout the city, city government and government services.

MEASURES OF EFFECTIVENESS

- ▶ Dollars saved as a result of innovation projects
- ▶ Improvements to city services as a result of innovation projects
- ▶ % of major decisions by the City Council that are supported by data analytics



The GeoHub is the city's public platform for exploring, visualizing, and downloading location-based Open Data.

6 OBJECTIVE 6.5: ENGAGED & SKILLED WORKFORCE

Ensure that every employee has meaningful opportunities to engage, grow and learn. Develop a culture of shared leadership and empathy that supports employee well-being and development, cultivates leadership skills and supports aspiring leaders.

STRATEGIES

- ▶ Develop a high performing, collaborative workforce that is motivated, dedicated and engaged. Recruit and retain employees with the qualities and skills that enhance city services. Provide career training, professional development and career pathways. Include training in collaboration, citizen engagement, evidence-based practices and leadership.
- ▶ Create a culture of respect, transparency, shared leadership and accountability within city government and across departments. Make the health and well-being of those who work for the city a priority. Celebrate employee contributions to the city and its residents.
- ▶ Develop succession plans for key leaders in city government.

MEASURES OF EFFECTIVENESS

- ▶ % of city leaders with succession plans that are written and implemented
- ▶ % employee satisfaction about career pathways and culture based on employee survey
- ▶ Employee retention rate



Wireless smart meter technology.

OBJECTIVE 6.6: SHARED LEADERSHIP MODEL

Integrate the Shared Leadership Model throughout all levels of city government.

STRATEGIES

- Broadly distribute responsibility throughout all levels of the organization through the shared leadership model to promote the emergence of multiple leaders.
- Develop a culture in which every employee owns every issue and feels empowered to address it.

MEASURES OF EFFECTIVENESS

- % increase in number of employees taking on leadership responsibilities.



City employees.

**GOAL #7: ENVIRONMENTAL STEWARDSHIP & SUSTAINABILITY**

Practice sound environmental stewardship to meet the needs of the present without compromising the needs of the future.

OBJECTIVE 7.1: ENERGY EFFICIENCY & SUSTAINABILITY

Increase energy efficiency, use of renewable sources of energy, sustainable building practices and recycling.

STRATEGIES

- Support and incentivize development that is context sensitive, preserves and protects natural resources, enhances the built environment, minimizes environmental impact and embraces green technology. Develop and maintain sustainable development standards.²³ Require (or encourage) new development and significant redevelopment to incorporate sustainable practices such as resilient design, green building practices, dedication of public open space and management of stormwater runoff onsite. Promote green business and energy independence.
- Establish and implement an energy policy that results in utilization of alternative/renewable energy sources, energy conservation and increases in energy efficiency. Utilize energy efficiency and conservation practices and technologies and sustainable building practices and products in city facilities and vehicles. Energy saving technologies include Advanced Metering Infrastructure (AMI) for water metering, smart lighting sensors, etc.

- Implement an ordinance and gradually replace all outdoor lighting in the city with lighting that follows International Dark-Sky Association (IDA) dark sky standards to reduce light pollution and its harm to the environment.
- Reduce waste city-wide through recycling and resource reuse and conservation.
- Utilize innovative cost and energy-saving techniques to meet Jefferson Lab's needs.

MEASURES OF EFFECTIVENESS

- % reduction in energy utilization per square foot of city buildings
- % reduction in overall energy consumption by city government
- % of waste in the city that is recycled
- % reduction in amount of waste in the city

²³ Per the World Commission on Environment and Development in its report, Our Common Future, "sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

7 OBJECTIVE 7.2: ENVIRONMENTAL STEWARDSHIP & RESILIENCE

Preserve and protect the city's natural resources and green spaces for current and future generations. Be a leader in regional sustainability efforts to ensure the long-term viability of Hampton Roads.

STRATEGIES

- ▶ Protect environmentally sensitive natural resources such as rivers, marshes and waterfront. Preserve green corridors and a natural buffer along waterfront with integrated multi-purpose trails or paths where appropriate.
- ▶ Protect working waterfronts from natural, economic and institutional threats to ensure their continued commercial and industrial use.
- ▶ Utilize sustainable practices in city government projects that minimize the impact of the built environment, increase public green space and expand access green corridors and waterways.
- ▶ Increase public access to waterfront, waterways and other natural resources. Encourage and when possible, require new development and significant redevelopment to dedicate public open space and access to water and preserve natural resources onsite.
- ▶ Increase, protect, improve and conserve greenways, vistas, recreational trails, parks and open space. Enforce best practices regarding runoff, shoreline erosion, flooding and water quality.
- ▶ Make sound land use decisions that consider storm surge and flooding risk. Support the study of sea-level rise and land subsidence in the region.
- ▶ Enable the city to be secure and resilient in face of threats and disasters (prevent, protect, mitigate, respond and recover).

MEASURES OF EFFECTIVENESS

- ▶ % increase in the miles of public waterfront access
- ▶ Acres of protected green space in the city
- ▶ % reduction in the number of properties that are at risk during storm surge and flooding events

POSSIBLE FUTURE IMPACTS

There are a variety of issues, challenges and opportunities that may impact the future of Newport News that should be considered in updates to this Strategic Plan. Among these issues are:

- ▶ Changes in the political landscape in Virginia, particularly in the Virginia Legislature
- ▶ Economic trends and their impact on revenue sources
- ▶ Social trends such as the opioid epidemic, changing expectations of Millennials and other generations and the evolution of retail with the rise of ecommerce
- ▶ Technology developments including electric and autonomous vehicles, micromobility options, improvements in renewable energy and energy conservation technologies and artificial intelligence, to name a few
- ▶ Potential legal and privacy issues arising from expanded use of data and smart cities technologies as well as the challenges and opportunities that would arise if cannabis were legalized in Virginia
- ▶ Environmental challenges such as sea level rise and land subsidence
- ▶ Changing demographics such as an increase in immigrants and non-native English speakers
- ▶ Transportation changes ranging from ongoing challenges with traffic and congestion to the impact of ride-sharing and other options on public transit



Newport News Park.

